FY2013 Performance and Accountability Report

Montgomery County Office of Human Resources

CountyStat

OHR Alignment to County Priority Objectives

Montgomery County Priority Objectives
• A Responsive and Accountable Government • Affordable Housing in an Inclusive Community • An Effective and Efficient Transportation Network • Children Prepared to Live and Learn • Healthy and Sustainable Communities • Safe Streets and Secure Neighborhoods • A Strong and Vibrant Economy • Vital Living for All of Our Residents

OHR Headline Performance Dashboard

Headline Performance Measure	FY12 Results	FY13 Results	Performance Change
Percent of grievances resolved before reaching a third party neutral	85%	94%	⬆ (up)
Average satisfaction rating of departments with pools of candidates for positions (1-5 scale) based on survey of hiring manager	4.45	4.51	⬌ (no change)
Average number of days to fill a vacant position in County employment	84	90	⬇ (down)
Percent of County employees who participate in OHR training that find that training helpful to their jobs based on survey administered to County employees participating in training	92%	92%	⬌ (no change)
Average customer satisfaction rating on the yearly internal customer survey of County managers	2.78	TBD	⬌ (no change)
County Health Benefits Program - Healthcare percent increase (trend history)	4.2%	1.7%	⬆ (up)

OHR At A Glance

What Department Does and for Whom	How Much / How Many

Overall

The mission of the Office of Human Resources is to provide a proactive and responsive human resources program that attracts, develops, and retains a diverse, high performing, and well qualified workforce

Operating Budget:
$7.1 million (GF)

$195,258,582 (Health Benefits Self Insurance Fund)(16.15 WYs)
FTEs: 60.45

Director's Office

The Director's Office is responsible for: human resources policy development and planning; the administration of human resources programs; directing the design and implementation of new initiatives to better serve customers and improve organizational performance

Operating Budget: $.67 million

FTEs: 4.10

Business Operations and Performance

- Help employees and supervisors achieve the organization's overall vision and priority objectives through human and technological resources
- Ensure individuals' and teams' performance accountability through the Rewarding Excellence and Performance Management programs
- Review and evaluate the duties and responsibilities of individual positions and occupational classes.
- Ensure that employees are accurately and appropriately compensated
- Provide management and oversight to records management, financial management of the budget and employee health benefits and retirement funds
- Process personnel actions

Operating Budget: $1.39 million

FTEs: 13.35

Labor and Employee Relations

- Negotiate collective bargaining agreements on behalf of the County Executive
- Provide early intervention strategies in workplace disputes
- Implement personnel policy and personnel regulation changes
- Investigate complaints of harassment and discrimination by and against employees
- Conduct mandatory and requested EEO training
- Diversity management, maintain and analyze demographic statistics

Operating Budget: $1.45 million

FTEs: 10.0

OHR At A Glance (cont.)

What Department Does and for Whom	How Much / How Many
Change Management, Training, and Organizational Development Administer a centralized workforce development and change management program that recognizes employees' contributions, develops leadership competencies and facilitates professional and personal development and improved organizational effectiveness	**Operating Budget**: $1.0 million **FTEs**: 6.55
Selection and Recruitment Recruit and hire permanent and temporary employees through outreach activities, providing guidance to departments, new employee orientation and administration of examinations	**Operating Budget**: $1.1 million **FTEs**: 9.4
Health and Welfare and Information Technology • Manage and administer the County's health and welfare plans in accordance with County policy, local, state and federal laws. In addition to maintaining operations associated with program eligibility, the Team provides customer service, education, and consulting to County employees, participating County agencies, and retirees • Coordinate wellness activities, using a dynamic, comprehensive data driven strategy to promote employee health and wellness • Provide multi-disciplinary occupational medical services, including pre-employment physicals, work-related medical and safety hazard assessments to promote the health, wellness, and productivity of the County workforce. OMS also administers the County's drug and alcohol and centralized Family and Medical Leave programs as well as the MCGEO sick leave bank • Promote the emotional, mental, and physical well-being of Montgomery County Police Department employees and their family members • Provide management and oversight to the department's information technology initiatives	**Operating Budget**: $194.84 Million (Health Benefits Self Insurance Fund) $1.88 Million (GF) **FTEs**: 17.05

Headline Measure 1: Percent of Grievances Resolved Before Reaching Third Party

Performance Trends
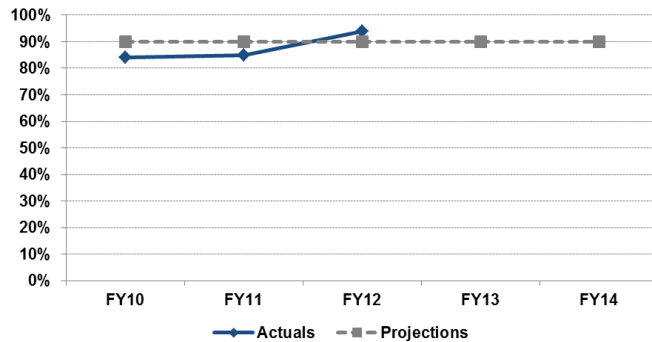
	FY11	FY12	FY13	FY14	FY15	FY16
Actuals	84%	85%	94%	-	-	-
Projections	90%	90%	90%	90%	90%	90%

Factors Contributing to Current Performance

- The contract grievance process allows the unions and employees to raise issues and concerns that could otherwise fester and lead to conflict.
- OHR trains managers in basic labor relations tools, including understanding the collective bargaining agreements, interest-based conflict management, grievance handling, managing performance, and addressing employee conduct prior to formal disciplinary action.
- Willingness of both parties to collaborate and reach mutual settlements of disputes and adverse actions.

Factors Restricting Performance Improvement

- Political factor: both parties faced with pressures from constituents.
- Labor arbitration and operating budget.
- The MCGEO bargaining agreement allows for the appealing of grievances to mediation through the Federal Mediation and Conciliation Service, which is provided free of charge. This helps explain the frequency of MCGEO grievances appealed to a 3rd party neutral.

Performance Improvement Plan

1. Create a more harmonious labor relations atmosphere by collaborating with departments and unions, both at the top and at the front line of service delivery.
2. Training departments and advising them on the best possible management decisions to successfully avoid third party hearings.
3. Utilize presence of federal mediator in MCGEO grievance procedure step 2 to facilitate grievance settlements and avoid appeals to arbitration. The procedure allows a mediator to offer an advisory (non-binding) opinion, which offers parties the basis, including political cover, to decide to settle rather than pursue a grievance.
4. Use of Interest Based Bargaining for non-economic items so that Labor and Management have a better understanding of interests and can identify mutually agreeable and creative solutions.
5. To prepare for negotiations, ensure that appropriate resource allocation occurs through the budget process, including resources necessary to secure top consultant and legal advice and support.
6. Through the expansion of the online performance evaluation system, OHR will monitor performance and provide guidance to managers and supervisors to ensure consistency and accountability when setting performance expectation and goals.
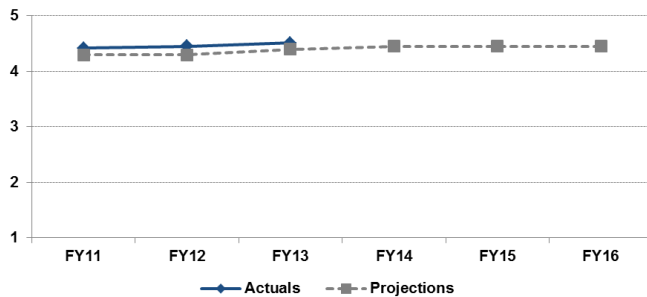
Headline Measure 2: Average Satisfaction rating (1-5) of departments with pools of candidates for positions based on survey of hiring managers

Performance Trends

	FY11	FY12	FY13	FY14	FY15	FY16
Actuals	4.42	4.45	4.51	-	-	-
Projections	4.30	4.30	4.40	4.45	4.45	4.45

Factors Contributing to Current Performance

- This measure is one item of a 3 part Hiring Manager Survey. Department Hiring Managers are asked about R & S Team responsiveness and timeliness; HR advice, guidance and support; and overall level of satisfaction with their candidate pool.
- Survey indicates that HR Specialists provide responsive and timely guidance to Hiring Managers;   provide effective HR advice, guidance, and support to Hiring Managers; and the overall satisfaction with the applicant pool is very high. This has been the case for the last 4 years.
- Generally we attribute these positive ratings to proper guidance regarding advertising, outreach, SME ratings, and HR coordination of the employment process.
- We have a standard process of discussing poor ratings (those below 3) with Hiring Managers to strategize performance improvements.

Factors Restricting Performance Improvement

- Managers who at times rate us but are actually rating their own staff.
- Managers who do not understand the process and who have provided a lower rating because of this.
- Occasional performance that is not at a 5 level.
- Applicants who may be turned off due to iRecruitment issues.
- Rating process.

Performance Improvement Plan

1. Our performance on this item is and continues to be highly rated and positive.
2. We have consistently improved an already positive rating every year for the last 4 years. This is amazing given the fact that our work load is up over 200%, staff is decreased by over 30% percent, we have a new, less user friendly applicant tracking system, and a new Hiring Preference process.
3. These outstanding ratings are attributed to the excellent customer service and service delivery provided by this team.
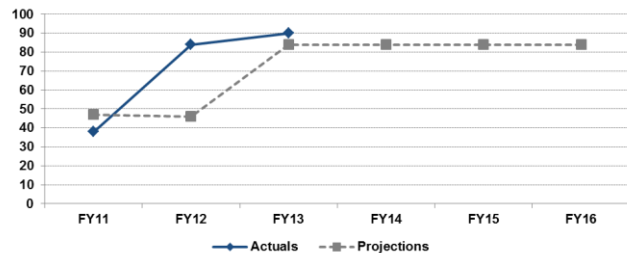
Headline Measure 3: Average number of days to fill a vacant County position

Performance Trends

	FY11	**FY12**	**FY13**	**FY14**	**FY15**	**FY16**
Actuals	38	84	90	-	-	-
Projections	47	46	84	84	84	84

Factors Contributing to Current Performance

- Major increase in resumes received (14,000 to 41,000 or 178%)
- Increase in resumes per posting (46 to 79 or 72%)
- Increase in new hires (185 to 413 or 123%)
- Increase in job announcements (321 to 523 or 63%)
- Decrease in HR Specialist to rate, process, post, and hire all of these recruitments/new hires (down 12 to 8 or 33%)

Factors Restricting Performance Improvement

- Lack of staff resources - not having enough staff to post jobs, rates resumes, offer jobs, and manage process in a timely basis in a major factor to the time to fill.
- New iRecruitment system which is more time consuming, much more labor intensive, less user friendly, and requires more steps, adds to the time to fill positions
- Hiring Preference process which requires interviewing priority candidates first, adds time to the process

Performance Improvement Plan

1. Streamline many aspects of the process to deal with timeliness and efficiencies.
2. Delegate outreach advertising to departments as they already pay for the advertising and there were numerous billing issues so that they can manage the billing and invoicing internally.
3. Recommend 1 week recruitments where we know that we will get a lot of applicants. This cuts down the rating process for all involved.
4. Approve intradepartmental recruitments where it is most practical to do so. Again, streamline the process.
5. When obtain 5 qualified applicants or less for a recruitment, they are all rated qualified, department must interview all, but rating process is removed.
6. Use a contract employee to assist us 10 hours a week on a short term basis to rate resumes to assist us with rating resumes for minimum qualifications.
7. Implement a standard Numeric Rating Process to be used by all Subject Matter Raters across the County for all positions with Preferred Criteria.
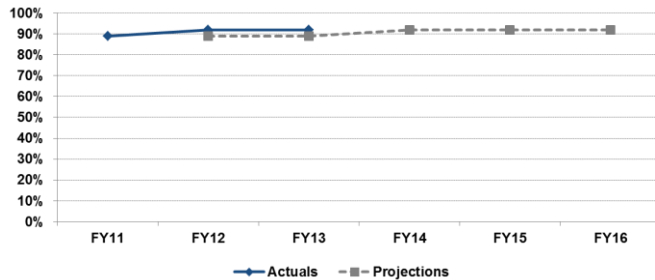
Headline Measure 4: Percent of Employees Surveyed Finding Training Helpful to Job

Performance Trends

	FY11	FY12	FY13	FY14	FY15	FY16
Actuals	89%	92%	92%	-	-	-
Projections	-	89%	89%	92%	92%	92%

Factors Contributing to Current Performance

- The Office of Human Resources (OHR) offered 775 different training classes taken by over 4,000 employees who completed a total of 14,426 classes. This increase in the number of classes offered and participation rates is due to the increase of computer-based training.
- OHR implemented the Oracle Learning Management System at the end of April 2013 and is currently implementing the Business Intelligence Tool for the Oracle Learning Management System organizational training reporting and analysis purposes.

Factors Restricting Performance Improvement

- As a result of fiscal and staffing constraints, all funding for Manager Development was eliminated ($75,000) and 80% ($61,450) of Professional/Licensure Training including Skill Development Training was eliminated since FY10. Ninety-two percent ($23,000) of Employee Awards Programs funding was eliminated.
- In FY13, OHR partnered with Office Pro, Inc. to provide 43 employee and department customized instructor-led computer software training courses attended by 462 County employees with 350 employees on course waiting lists. In the last twelve years, 90% of the Computer Software Training budget has been eliminated to due fiscal constraints. The need for computer training continues to grow as the need for technologically prepared employees has increased substantially with the implementation the Enterprise Resource Planning initiative.

Performance Improvement Plan

1. Identify staffing and fiscal resources to enable the continued expansion of the use of computer based training within the County.
2. Continue to partner with members of the Interagency Training Committee to provide jointly sponsored programs and services for County Staff.
3. Utilize internal training facilitators and Employee Assistance Program training hours to supplement existing resources including implementation of an enhanced Contract Administration Training Curriculum FY14.
4. Fully implement Oracle Learning Management and the Business Intelligence Tool to monitor, report, and analyze.
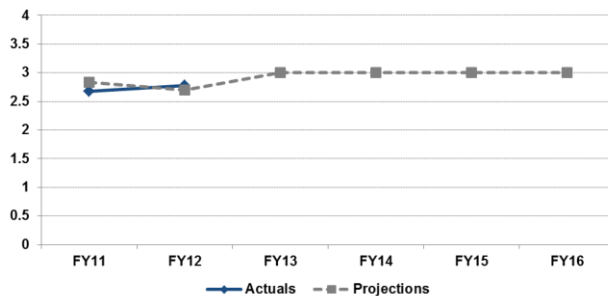
Headline Measure 5: Average Customer Satisfaction Overall Rating

Performance Trends

	FY11	FY12	FY13	FY14	FY15	FY16
Actuals	2.68	2.78	TBD	-	-	-
Projections	2.83	2.70	3.00	3.00	3.00	3.00

Factors Contributing to Current Performance

- OHR made several website enhancements, including: a new look and improved search capability by adding key words to the County's search engine.
- Providing information for requestors to enable them to submit employment verification requests directly to employees. OHR phone line has the message on it as well as to how to submit employment verifications.
- Providing online benefits information and forms to request change to address for benefits or tax purposes
- Providing more information online, including detailed instructions on how to use and avoid errors in the iRecruitment system; the names of recruiters; and the location, hours and parking information for OHR.
- OHR met with MC311 to discuss service level agreements (SLA) and submitted new SLAs on May 16, 2012
- OHR holds quarterly HR Liaison meetings.

Factors Restricting Performance Improvement

- Focus has been on the implementation of Oracle ERP's numerous HR modules such as Position Transaction, Human Capital Management-employee assignment, iRecruitment, Workforce Performance Management, Learning Management, Compensation Workbench and Advance Benefits and therefore it is difficult to focus on other areas of customer service.
- Significant decrease in OHR's workforce decreases the services that OHR provides.
- ERP is a system with no customizations replacing a customized information technology system, necessitating organizational change and managing of stakeholder expectations.

Performance Improvement Plan

1. Consider implementing a Benefits Call Center in collaboration with MC311.
2. Fill staff openings including a Wellness Program Manager II.
3. Institute an online on-boarding process which automates and centralizes all new employee on-boarding materials, resources, and information.
4. Establish an IT-based grievance tracking system to reduce response times.
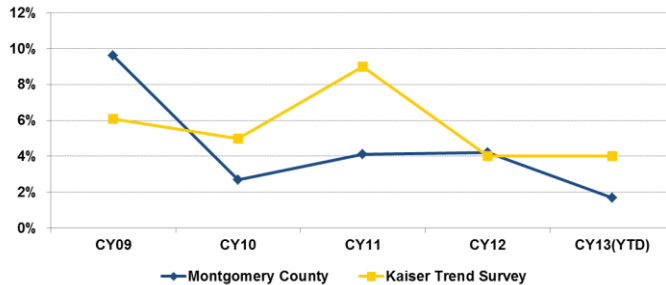
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Headline Measure 6: Health Benefits – Healthcare Claims Cost Trend

Performance Trends

	CY09	CY10	CY11	CY12	CY13 (YTD)
Montgomery County	9.6%	2.7%	4.1%	4.2%	1.7%
Kaiser Trend Survey	6.1%	5.0%	9.0%	4.0%	4.0%

Factors Contributing to Current Performance

- The trend chart:
    - tracks the claims for the self insured medical and prescription plans
    - Looks back at actual claims experience (not including admin fees)
    - was previously updated in April 2013 with calendar year 2012 claims; this chart includes the 2013 year to date calendar year claims
- The retiree drug subsidy (RDS) which is offered by the Centers for Medicare and Medicaid Services is utilized by the County.   RDS is available to organizations who continue providing their Medicare eligible retirees prescription drug coverage.   The benefits from the RDS program are the subsidy payments made to plan sponsors, the special tax-favored status of the subsidy payments and the flexibility provided to plan sponsors in using the subsidy to support their own retiree drug plans.
- Since inception of this program in 2006, the County has filed claims for reimbursement of $12.9M.

Factors Restricting Performance Improvement

- In FY13, six division staff members transferred to the newly created Montgomery County Employee Retirement Plans, one transferred to Finance and the MII Division Manager retired.
- Cross-subsidization of retiree rates by employee rates remains in place.

Performance Improvement Plan

- Explore alternative delivery options for providing prescription coverage to Medicare eligible retirees such as Employer Group Waiver Program (EGWP) + WRAP or retiree healthcare marketplace for non-Medicare eligible retirees.
- A Wellness Program Manager has been hired who is responsible for creating and fostering a culture of health and wellness; for designing, developing and implementing the County's wellness program; on-going review and measurement of the program success; recommending changes to the programs and providing on-going communications regarding the wellness program.
- Renovations to create a Benefits Service Center, to receive third tier MC311 calls and handle front line customer inquiries, began late FY13/early FY14.
- Continue to monitor effects of Affordable Care Act on the County's plans and make recommendations to stakeholders on how to reduce associated costs.

Headline Measure 7: County General Workforce and Management Leadership Service Employees (MLS) based on Race and Ethnicity

Performance Trends

General Workforce	FY11	FY12	FY13	FY14 Proj	FY15 Proj	FY16 Proj	MLS	FY11	FY12	FY13	FY14 Proj	FY15 Proj	FY16 Proj
Native Am.	1%	1%	1%	1%	1%	1%	Native Am.	0%	0%	0%	0%	0%	0%
African Am./Black	29%	28%	28%	28%	28%	28%	African Am./Black	18%	18%	18%	18%	18%	18%
Asian	6%	6%	6%	6%	6%	6%	Asian	7%	7%	7%	7%	7%	7%
Hispanic/Latino	8%	9%	9%	9%	9%	9%	Hispanic/Latino	4%	4%	4%	4%	4%	4%
White	54%	54%	54%	54%	54%	54%	White	70%	70%	69%	69%	69%	69%
Other	2%	2%	2%	2%	2%	2%	Other	1%	1%	2%	2%	2%	2%

Factors Contributing to Current Performance

- Strategic efforts of OHR to increase representation in all job groups, particularly management ranks, via internal MLS hiring review process.
- Although not identified as protected class for above EEO reporting purposes, the County has adopted hiring preferences for individuals with disabilities, veterans, and veterans with disabilities that has resulted in an increase of hiring of those in all three categories.
- Successfully implemented regulations which qualified those who worked in the customized internships (individuals with disabilities) for employee only job vacancies, increasing employment opportunities.
- Increase of outreach in recruitment efforts by county departments.

Factors Restricting Performance Improvement

- Departmental budget cuts strictly limited and drastically reduced recruitment initiatives to targeted groups. Departments submit recruitment plans with little or no monies allocated for diversity recruitment efforts, and little to no outreach to diverse communities.
- Departmental reduction of recruitment staff and associated resources budgets has resulted in limited to no specific outreach to underrepresented group on a consistent or frequent basis; limited recruitment materials and recruitment functions restricted to administrative staffing functions instead of active.
- Budgetary cuts in advertising result in efforts limited to free media sources which limit access to information regarding vacancies by specific groups and feature little to no targeted outreach.
- Introduction of new recruitment site resulting in significant challenges to applicant and an inability to use website accurately or in a timely manner (failure to meet deadline).
- Particularly in the MLS ranks, county-wide lack of active recruitment process, as conducted by private sector corporations and agencies. This distinction results in "finding" Montgomery County as an employer, rather than the County strategically reaching out to and recruiting applicants competitively. There are also no competitive recruitment tools utilized, such as offering relocation expenses, housing, or other allowances.
- The Montgomery County Management Development Program, which was previously successful in its promotion rate of supervisory participants to management positions, many of whom are in the minority groups (race/gender), was abolished.
- The hiring of the number of individuals with disabilities decreased by bypassing candidates.
- The hiring of MLS ranked employees decrease by internal-only hires which strictly limited applicant pool and diversity.

Performance Improvement Plan

1. Monitor hiring practices at all levels of employment with an emphasis on MLS vacancies. Analyze and implement meaningful ways to improve hiring practices.
2. Continue to require departments to use a small portion of their budgets for proactive recruitment efforts, which include advertisement and outreach to specific groups to increase the diversity within applicant pools for general workforce and MLS vacancies.
3. Review and revise training curriculum to further enhance internal candidates' ability to compete for vacancies.
4. Review hiring practice in the public safety agencies that employ significantly larger number of candidates during a sole recruitment process.
5. Review vacancies and underutilization reports and seek specific justifications that may lead to new hiring initiative or support challenges for underrepresentation. Thereafter, recommended action to address underutilization.

Responsive and Sustainable Leadership:

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

1) Effective and Productive Use of the Workforce/Resources:
Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

a) 149% increase in average overtime hours used by all full-time, non-seasonal employees.
(Source: CountyStat)

b) 1 percentage point decrease in average Net Annual Work hours for all full-time, non-seasonal employees. (Source: CountyStat)
Values are based on the employee's HR Organization and not assigned Cost Center(s)

2) Internal Controls and Risk Management:
Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

a) 100% of 20 Audit Report recommendations were fully implemented since issuance of the audit report (Source: Internal Audit will provide to CountyStat)

b) 0% change in work-related injuries (1 in FY12 to 1 in FY13). (Source: Risk Management)

3) Succession Planning:

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

a) *List all the key positions/functions in your department that require succession (Source: Department Survey).*

b) *100% of those identified key position/functions have developed and implemented long-term succession planning (11 of 11 identified positions). (Source: Department Survey)*

	Manager Position	Position/Function
1	M 1	Deputy Director - Labor/Employee Relations
2	M 2	Business Operations and Performance Manager
3	M 2	Change Management and Organizational Development Manager
4	M 2	Employee Benefits, Information Management, Occupational Medical Services
5	M 2	EEO/Diversity Manager
6	M 3	Information Technology Manager
7	M 3	Training and Organizational Development Manager
8	M 3	Benefits Manager
9	M 3	Recruitment and Selection Manager
10	M 3	Police Labor Relations Manager
11	M 3	Budgeting and Administrative Services Manager

4) Mandatory Employee Training:

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

82% for FY 13 of OHR employees have fulfilled mandatory County/State/Federal training requirements. *(Source: Department)*

5) Workforce Diversity and MFD Procurement:

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

- Workforce Diversity: refer to or attach summary yearly report prepared by OHR
  (Source: ERP, Personnel Management Review Assignment Dashboard)

	African Amer	Native Amer	White	Asian	Hispanic	Other
OFFICE OF HUMAN RESOURCES	**30%**	**0%**	**45%**	**12%**	**7%**	**6%**

MFD Procurement*: refer to or attach summary yearly report prepared by DGS*
(Source: Department provides and CountyStat validates) (Link to report)

Total Subject to MFD Procurement: $150,657,924
MFD Utilization: $2,470,938
% of MFD Utilization: 1.64%
% of Total MFD $: 1.68%

- OHR proactively markets to and works with Procurement, Economic Development, and large vendors wherever possible to determine whether they are sub-contracting to MFD companies.
- OHR plans to work with Procurement and examine current contracts subject to MFD, their value and their expiration dates. One idea already discussed with Procurement is to grant points in the scoring component of the RFP to large vendors who have experience subcontracting part of their tasks to qualified MFD companies. This may require changes to the procurement rules.

6) Innovations:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program. (Source: Department)
Expected (or achieved) return on investment for each of those innovative ideas/projects, quantified in terms of at least one of the following measures: increased effectiveness/efficiency, cost savings/avoidance, increased transparency/accountability, or increased customer satisfaction.
(Source: Department)

- Implemented Project SEARCH Montgomery - an internship program for individuals with disabilities.
- Implemented the new Noncompetitive Appointment of Persons with Disabilities process to provide managers with additional methods to work towards CE's goal of having a workforce which is diverse and reflective of the population we serve and addresses the inclusion of individuals with disabilities.
- Implemented a new online Onboarding process.
- Worked with Department through Rewarding Excellence to save close to $600,000 per year.
- Implemented the new online Open Enrollment system, which is part of the new Oracle Advanced Benefits system.
- Partnered with ERP resulting in OHR Benefits going live with two Enterprise Resource Planning systems effective January 1, 2011.
- Implementation of the disciplinary and grievance tracking system. Historical data from all departments over the last two years on grievances and disciplinary actions was migrated into the tracking system.

7) Collaborations and Partnerships:

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

a) Total $$ saved by through collaborations and partnerships with other departments
(Source: Department)
b) List your accomplishments and/or expected results
(Source: Department)

- OHR earned the 2013 "Rewarding Excellence (RE)" NACo Achievement Award for its efforts in partnering with MCGEO members and non-bargaining unit employees. RE rewards employees for creating proposals that improve efficiency, increase productivity, reduce costs, streamline operations, and enhance customer satisfaction for the County.
- Montgomery County Government earned the Public Sector Employer of the Year Award from Maryland Works, Inc., for commitment to hiring, retaining and advancing individuals with disabilities. Additionally, the Office of Human Resources (OHR) was selected to receive the International Public Management Association for Human Resources (IPMA-HR) 2013 CPS HR/IPMA-HR Innovation Grant for its Disability Employment Initiative. OHR partnered with a number of departments and outside agencies in its commitment to hire people with disabilities.
- Partnering with Departments as a result of centralizing FMLA leave program for County employees.
- Awarded over 18,000 employees Service Awards through an annual recognition program.
- Incorporated the new Hiring Preference for individuals with disabilities, veterans with disabilities, and veterans without disabilities into the hiring process.
- Hired a Wellness Program Manager to create and implement a program for diverse populations resulting in developing targeted health intervention and health support programming.
- The cooperation and collaboration of labor and management as well as of the senior leadership of the targeted groups for initial wellness programs.

8) Environmental Stewardship:

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

a) *34.0% increase in print and mail expenditures (Source: CountyStat)*
b) *24% decrease in paper purchases (measured in total sheets of paper) (Source: CountyStat)*
c) *List your accomplishments and/or expected results(Source: Department)*

- OHR uses it website to push out information to customers rather than mailings and Employee self service. Only where there it is a required law or negotiated agreement will OHR mail items through the US Postal system.
- OHR is using laptops rather than paper documents in some locations for employee training.
- OHR met legal requirements of the Affordable Care Act and one of them was directly related to the printing and distribution (mailing) of the Summary of Benefits for the County's Insurance programs for all employees and retirees. This was a very large document for each employee and retiree. External printing occurred because the internal print shop was, at that point and time, unable to fulfill the order in time to meet the federally mandated date for mailing the documents.
- Implemented a new online Onboarding process which saves paper and provides all new employees online information regarding the Onboarding process.
- Provided information online about Occupational Medical Services.